

ORDER FOR SUPPLIES AND SERVICES					IMPORTANT: See instructions in GSAR 553.370-300-1 for distribution		PAGE 1 OF 2 PAGE(S)	
1 DATE OF ORDER 03/14/2018			2 ORDER NUMBER 47QFDA18F0017		3 CONTRACT NUMBER GS-10F-0118S		4 ACT NUMBER A21932720	
FOR GOVERNMENT USE ONLY		5. ACCOUNTING CLASSIFICATION				6. FINANCE DIVISION		
		FUND 285F	ORG CODE Q11FA000	B/A CODE AA20	O/C CODE 25	AC	SS	VENDOR NAME
		FUNC CODE AF151	C/E CODE H08	PROJ /PROS NO	CC-A	MDL	FI	G/L DEBT
		W/ITEM	CC-B	PRT /CRFT	AI	LC	DISCOUNT	
7 TO: CONTRACTOR (Name, address and zip code) ██████████ (Exemption 6) MCKINSEY & COMPANY, INC WASHINGTON D C 1200 19TH ST NW STE 1100 WASHINGTON, DC 200362412 United States ██████████ (Exemption 6)					8 TYPE OF ORDER B DELIVERY		REFERENCE YOUR	
					Please furnish the following on the terms specified on both sides of the order and the attached sheets, if any, including delivery as indicated			
					This delivery order is subject to instructions contained on this side only of this form and is issued subject to the terms and conditions of the above numbered contract			
					C MODIFICATION NO 000 TYPE OF MODIFICATION:		AUTHORITY FOR ISSUING	
9A EMPLOYER'S IDENTIFICATION NUMBER 562405213					9B CHECK, IF APPROP WITHHOLD 20%		Except as provided herein, all terms and conditions of the original order, as heretofore modified, remain unchanged	
10A CLASSIFICATION VN Contracts					10B TYPE OF BUSINESS ORGANIZATION C Corporation			
11 ISSUING OFFICE (Address, zip code, and telephone no.) GSA Region 11 Alberto Munoz 301 7th Street Washington, DC 20407-0000 United States 202-734-4226			12 REMITTANCE ADDRESS (MANDATORY) MCKINSEY & COMPANY, INC WASHINGTON D C 1200 19TH ST NW STE 1100 WASHINGTON, DC 20036-2412 United States		13 SHIP TO(Consignee address, zip code and telephone no.) Omid Ghaffari-Tabrizi 1800 F Street NW Washington, DC 20006-0000 United States 703-785-2867			
14 PLACE OF INSPECTION AND ACCEPTANCE ██████████ (Exemption 6) 1800 F Street NW Washington, DC 20006-0000 United States					15 REQUISITION OFFICE (Name, symbol and telephone no.) Alberto Munoz GSA Region 11 301 7th Street Washington, DC 20407-0000 United States 202-734-4226			
16 F O B POINT Destination			17 GOVERNMENT B/L NO		18 DELIVERY F O B POINT ON OR BEFORE 03/13/2019		19 PAYMENT/DISCOUNT TERMS NET 30 DAYS / 0 00 % 0 DAYS / 0 00 % 0 DAYS	
20. SCHEDULE								
Funds in excess of the amount shown on the award document are not presently available for performance under this contract. The ordering activity's obligation for performance of this contract beyond that date is contingent upon the availability of appropriated funds from which payment for contract purposes can be made. No legal liability on the part of the ordering activity for any payment may arise for performance under this contract beyond the amount shown on the award document, until funds are made available to the Contracting Officer for performance and until the Contractor receives notice of availability, to be confirmed in writing by the Contracting Officer.								
ITEM NO (A)	SUPPLIES OR SERVICES (B)	QUANTITY ORDERED (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)			
01	Base Period	1	lot	██████████ (Exemption 4)	██████████ (Exemption 4)			
21 RECEIVING OFFICE (Name, symbol and telephone no.) Centers of Excellence, 703-785-2867						TOTAL		
						From 300-A(s)		
22 SHIPPING POINT Specified in QUOTE				23 GROSS SHIP WT		GRAND TOTAL		██████████ (Exemption 4)

<p>24 MAIL INVOICE TO: <i>(Include zip code)</i></p> <p>General Services Administration (FUND)</p> <p>The contractor shall follow these Invoice Submission Instructions. The contractor shall submit invoices electronically by logging into the ASSIST portal (https://portal.fas.gsa.gov), navigating to the appropriate order, and creating the invoice for that order. For additional assistance contact the ASSIST Helpdesk at 877-472-4877. Do NOT submit any invoices directly to the GSA Finance Center (neither by mail nor via electronic submission).</p>	<p>25A FOR INQUIRIES REGARDING PAYMENT CONTACT: GSA Finance Customer Support</p> <p>26A NAME OF CONTRACTING/ORDERING OFFICER(Type) Alberto Munoz</p>	<p>25B TELEPHONE NO 816-926-7287</p> <p>26B TELEPHONE NO 202-734-4226</p>
<p>GENERAL SERVICES ADMINISTRATION</p>	<p>26C SIGNATURE Alberto Munoz 03/14/2018</p> <p>1. PAYING OFFICE</p>	<p>GSA FORM 300 (REV 2-93)</p>

STATEMENT OF WORK

General Services Administration Federal Acquisition Service Centers of Excellence Phase 1 - CoE Support

December 20, 2017

1.0 BACKGROUND / SCOPE AND OBJECTIVE / APPLICABLE DOCUMENTS.

1.1 BACKGROUND.

To accelerate IT Modernization across the Government, the White House Office of American Innovation announced the creation of five Centers of Excellence (CoE) that will reside within the General Services Administration (GSA).

Together as one team in support of a broader transformation strategy, each CoE will provide agencies with consulting and engineering services to radically improve the way in which agencies design services and interact with the customers they serve, with a constant focus on meaningfully improving outcomes. This transformation is of course supported by changes in the underlying technology to deliver increased operational efficiency.

Currently, the CoEs are structured as follows:

Cloud Adoption - Perform application/system portfolio analysis, develop cloud migration recommendations, plan and manage the migration execution, as well as capture specific capabilities (e.g. strategies, roadmaps, playbooks) to document good practices across government. The goal is to assist agencies accelerate cloud adoption.

IT Infrastructure Optimization - Assist agencies with the assessment, development and implementation of computing infrastructure (i.e. network, storage, data center) optimization plans.

Customer Experience - Assist agencies with the development and implementation of an optimal client experience strategy. Implementation will include utilization of the latest technology (artificial intelligence, learning systems, and robotic process automation) as well as a cohesive client experience across all channels including contact centers, online platforms, informational materials, and in-person interactions.

Contact Center - Provide a suite of offerings to help agencies manage and enhance their customer contacts where they need assistance the most, be it with managing their contact center operations; building self-service tools; leveraging RPA and emerging technologies; building internal business processes and systems to manage day-to-day performance; navigating available acquisition solutions; and learning contact center best practices.

Service Delivery Analytics - Provide the expertise and tools to define, instrument and analyze ultimate program outcomes, customer experiences and operational effectiveness. Aim to ensure programs and services are designed and delivered in a way that optimizes impact while building trust and confidence in the public. Implementation includes a continuous improvement feedback cycle built into services delivered.

The CoEs will work with customer agencies directly to identify their needs, recommend a solution, identify the best contract vehicle to procure support, and oversee implementation of the solution.

1.2 SCOPE AND OBJECTIVES.

The contractor shall provide professional services to assist GSA in developing and launching the CoE service delivery model to agencies.

The Centers of Excellence (CoE) will manage centralized, function-specific talent, solutions and acquisition vehicles. Agencies have unique missions but the systems they build to deliver those missions rely on foundational capabilities that are not unique. The CoE teams will provide expert advice, consulting, development and support solution implementation.

1.2.1 Scope Descriptions

Below are the Scope Descriptions for each of the CoEs. The awarded vendor is responsible for the specific scope description for which they are awarded an order, and all other requirements in Section 2 and the remainder of this SOW. Objectives in all areas will include pioneering new techniques and research of standards from the government and industry to implement best practices, refine knowledge, and provide guidance through assisting or providing formal and informal knowledge transfer to the Agency.

Each Scope Description includes specific objectives and possible activities.

1. Cloud Adoption Center of Excellence

Objective: Historically, agencies saw security, acquisition and complexity as barriers to adopting commercial cloud services. However, with the increased availability of FedRAMP certified providers, and acquisition vehicles for cloud services and skills, we seek to reduce subsequent barriers to agency cloud adoption. The Cloud Adoption Center of Excellence (Cloud CoE) will assist the analysis of current systems and applications to provide recommendations for planning migration to the cloud, including balancing tactical “lift and shift” imperatives with more strategic “fix and shift” possibilities. By using an agile and flexible framework the CoE accelerate adoption across the executive branch enterprise.

Possible activities:

- Portfolio/Architecture Analysis
- Application/System Analysis
- Cloud Migration Planning
- Security Assessments and Innovations

2. IT Infrastructure Optimization Center of Excellence

Objective: The IT Infrastructure Optimization Center of Excellence will assist the strategic planning activities of federal agencies. This CoE will assist agencies develop a unified and optimized IT infrastructure, leveraging federally owned data centers, cloud computing services, and commercial data centers (e.g. co-location). The objective is to ensure the targeted agency has an integrated cloud computing and data center consolidation and optimization strategy. CoE IT Infrastructure subject matter experts will bolster the targeted agency modernization planning processes, assist with initial gap analysis, application rationalization, data center inventory, consolidation planning support, and/or migration planning.

Possible activities:

- Agency architecture assessments and end-state planning
- Network Consolidation
- Application inventory and rationalization
- Data Center Planning (e.g. assess end-state power, cooling, space, connectivity readiness)
- Organizational change management specific to data center closure
- Assessment of cloud capabilities and functions intersecting IT infrastructure
- Developing frameworks to target end state of systems environment
- Data quality assessments
- Master Data Management Strategy

- Data migrations
- Data conversions
- Identity Access Assessments
- IT Security Reviews (both cyber and IT facility security)
- Test systems and processes
- Decommission of legacy systems

3. Customer Experience Center of Excellence

Objective: The customer experience transformation is to create experiences that meet or exceed customer expectations. To be successful, we must help agencies design outstanding experiences and the ecosystem to deliver them, demonstrate the business value of customer experience as a discipline, and lead its adoption across the organization.

Possible activities:

- Facilitating multi stakeholder meetings to define meaningful outcomes, metrics that matter to decision makers and the public
- Deliver a customer experience transformation approach
- Deliver an approach to tackling high impact/high value projects
- Help create foundations to drive cultural and operational change
- Build a customer experience culture
- Service Design-the cross channel experience
- Designing the ideal journey
- Performance and measuring the customer experience
- Evaluate and map cross functional customer journeys
- Change management and organizational alignment
- Identify CX initiatives that produce results
- Help design model to sustain CX transformation over the long-term

4. Contact Center Center of Excellence

Objective: Contact Center CoE subject matter experts will assist agencies with defining their customer experience journey and overall vision. Existing contact center systems, processes, operations, data and technologies will be examined and recommendations made on future optimization and modernization plans.

Possible activities:

- Contact Center Optimization
- Utilization of Robotic Process Automation (RPA) and Intelligent Systems

- Knowledge Management
- Quality Assurance
- Workforce Management
- Telephony
- Infrastructure
- Innovative technologies and solutions
- Continuous process improvement
- Omni-channel service design
- Workforce management
- Culture and agent empowerment
- Central ownership of issues, resolution & opportunities to improve
- Performance Management
- Best practices and playbooks

5. Service Delivery Analytics Center of Excellence

Objective: Modernization and transformation efforts are focused on meaningful impact, with ability to measure the resulting improvement of outcomes for citizens. We will instrument service delivery processes to institute and manage continuous improvement.

Possible activities:

- Facilitating multi stakeholder meetings to define meaningful outcomes, metrics that matter to decision makers and the public
- Process Flow Charting (service design blueprinting)
- Data Analysis
- Interactive Dashboards
- Continuous Process Improvement for Services Provided
- Integration and configuration of measurement instruments (within CRMs, contact centers, websites, paper processing, etc.)

2.0 Additional Scope Areas

The following areas and the remainder of this document apply to all awarded orders.

2.1 Engagement Support.

Support requirements may include, but are not limited to, those listed below.

- Assisting the government in clarifying the requirements, deliverables, and milestones for agency engagements.

- Providing senior level technical development and architectural expertise for agency engagements.
- Supporting alignment with Agency standards and processes (e.g. Enterprise Architecture and CPIC).
- Develop and maintain a collaborative environment within the team designed to build trust and confidence both within the team itself and associated stakeholders.

2.2 Process Improvement Tasks.

These tasks are generally of a short duration and involve the contractor performing specific tasks to incorporate lessons learned from engagements into Agency standards and guidelines. Task requirements may include, but are not limited to, those listed below.

- Drafting or revising policies and standards for coordination and approval.
- Creating, revising and/or delivering project management presentations.
- Documenting common issues encountered and recommended resolution to these common issues.
- Documenting common pitfalls to assist project teams.
- Enhancing the SDLC.

2.3 Stand-up Period

All vendor personnel committed to the work will be expected to be fully dedicated to this effort and perform full time for the first 60 work days (approximately 3 calendar months). At the conclusion of the stand-up period, work will be defined in the mutually agreed upon work plan.

2.4 Work Plan

The task-level activities and associated deliverables to be accomplished will be managed via a single Work Plan. The initial Work Plan will be based upon the vendor's awarded quote including dependencies (e.g., access to government or client information or other government resources) to complete the activity. An initial Work Plan, based on the awarded quote, is due within 10 days of award.

To accommodate changing priorities and work activities, the Work Plan may be revised as needed throughout the period of performance. Requests from COE personnel for additions or changes to Work Plan activities will be managed through the GSA FAS Contracting Officer (CO) who will work with the Project Manager to establish mutually agreed upon adjustments to the planned level of effort estimate, deliverables, and timeframe for execution/delivery.

Updates to the Work Plan will be authorized by the CO and then the order and Work Plan will be modified accordingly on a schedule mutually agreed upon by the CO and the Project Manager. The updated Work Plan will be reviewed and approved by the CoE and CO (or CO provides comments for revision) within ten (10) Federal government work days of receipt. Until revisions to the Work Plan are approved by the CO (and a revised schedule agreed upon), work will proceed as described in the latest approved version of the Work Plan.

The task level activities documented in the Work Plan will be of an independent nature where, once the activity in the Work Plan is approved, this work will proceed with sufficient autonomy that day-to-day, activity-by-activity, coordination with the CO or COE management should not be necessary to perform the overall activity. The primary recipient of the work products developed as a result of activities documented in the Work Plan is expected to be the CO and COE leadership team. Any additional recipients (e.g., other government organizations) for the interim and final work products will be at the direction of the GSA FAS CO and documented in the Work Plan.

In addition to the Work Plan, monthly progress reports will be provided to the CoE leadership, CO and COR. Monthly progress reports will track to the task-level elements in the Work Plan and describe progress made during the prior month, summarize resource hours expended at the task-level, describe work products or deliverables completed, describe any significant problems or issues encountered, and recommend actions to resolve identified problems.

3.0 QUALITY

Both the contractor and Government have responsibilities for providing and ensuring quality services, respectively.

3.1 QUALITY CONTROL

The contractor shall establish and maintain a complete Quality Control Plan (QCP) to ensure the requirements of this contract are provided as specified in accordance with the applicable Inspection of Services Clause. The Contracting Officer (CO) will notify the contractor of acceptance or required modifications to the plan. The contractor shall make appropriate modifications (at no additional costs to the government) and obtain acceptance of the plan by the CO. The Government has the right to require revisions of

the QCP (at no cost to the Government) should the incorporated plan fail to control the quality of the services provided at any time during the contract performance. The plan shall include, but is not limited to the following:

- A description of the inspection system covering all services listed.
- The specification of inspection frequency.
- The title of the individual(s) who shall perform the inspection and their organizational placement.
- A description of the methods for identifying, correcting, and preventing defects in the quality of service performed before the level becomes unacceptable. On-site records of all inspections conducted by the Contractor are required. The format of the inspection record shall include, but is not limited to, the following:
 - Date, time, and location of the inspection.
 - A signature block for the person who performed the inspection.
 - Rating of acceptable or unacceptable.
 - Area designated for deficiencies noted and corrective action taken.

3.2 QUALITY ASSURANCE.

The Government reserves the right to review services to be provided, including those developed or performed at the Contractor's facilities, to determine conformity with performance and technical requirements. Government quality assurance will be conducted on behalf of the CO. The Contracting Officer Representative (COR) will be appointed to coordinate the overall quality assurance of technical compliance.

4.0 DELIVERABLES.

Deliverables and due dates are identified in subsequent paragraphs.

4.1 CONTRACTOR SUBMISSION.

Deliverables are to be transmitted with a cover letter, on the prime contractor's letterhead, describing the contents, electronically through Government's web-based procurement system, and to any other destination(s) as required per the Government's request. The contractor shall provide hard copy deliverables as required per the Government's request. All deliverables shall be produced using recommended software

tools/versions as approved by the Government. All reports shall be accomplished utilizing the MS Office Software Suite to include MS Project as required.

4.2 GOVERNMENT REVIEW.

Government personnel will have 10 workdays to review deliverables (to include resubmissions) and provide written acceptance/rejection. The authorized client representative and/or COTR will notify the contractor of deliverable acceptance or provide comments in writing. The contractor shall incorporate Government comments, or provide rationale for not doing so within 5 days of receipt of comments. Government acceptance of the final deliverable will be based on resolution of Government comments or acceptance of rationale for non-inclusion. Additional changes volunteered by the contractor will be considered a resubmission of the deliverable.

4.3 DELIVERABLE AND DATA RIGHTS.

All test materials, documents, notes, records, software tools acquired, and/or software modified or produced by the contractor under this PWS shall become the property of the U.S. Government, which shall have unlimited rights to all materials and determine the scope of publication and distribution. The contractor shall be required to deliver electronic copies of all documents, notes, records and software to the Government quarterly and upon termination of the contract services or expiration of the contract period.

4.4 MONTHLY INVOICE.

The contractor shall provide a monthly invoice to be submitted simultaneously with the monthly status report. The invoice shall include but not be limited to:

- Labor hours expended. The labor hours expenditure information shall include the identification of the employee name, labor category, hourly labor rate, and total number of labor hours expended.
- Timecards. The contractor shall provide a copy of each employee's time card/sheet. The timesheet shall identify the contractor employee name and number of hours claimed per day.
- Supporting documentation for travel costs. Invoices including travel costs shall include supporting documentation as required by the Federal Travel Regulation (FTR) (receipts for all costs \$75.00 or greater). Invoice submissions including travel costs shall include completed travel expense sheets for each trip for each employee. The required travel expense sheet format.
- The contractor shall comply with line item (per individual positions) billing requests.

4.5 MONTHLY STATUS REPORT.

Monthly status reports shall include status of work definition forms, schedules, deliverables, current and cumulative task funding status (direct labor and travel funding status to be reported separately as required), risks and risk mitigation techniques, outstanding issues, and proposed resolution approaches and actions to resolve any outstanding issues. The report shall identify milestones and deliverables completed and progress towards major milestones and deliverables. The report shall identify activities and deliverables planned but not completed including the government acknowledgement and approval of the incomplete work. Status of work definition forms shall include a summary description and schedule of all work definition forms completed during the reporting period, all work definition forms currently on-going during the reporting period and all known work definition forms assigned for future reporting periods. The monthly invoice shall be submitted simultaneously with the monthly status report.

4.6 MONTHLY WORK PLAN REPORT.

In addition to the Work Plan, monthly progress reports, resource hours expended and cost summaries, and invoices will be provided. Monthly progress reports will track to the task-level elements in the Work Plan and describe progress made during the prior month, summarize resource hours expended, describe work products or deliverables completed, describe any significant problems or issues encountered, and recommend actions to resolve identified problems. Monthly work plan reports shall be completed according to the deliverable matrix below.

4.7 DELIVERABLE MATRIX.

As applicable, the delivery dates shall be based on the approved work definition forms and approved project plans as updated after the completion of the analysis phase for each project. If a delivery date falls on a Federal holiday or Saturday or Sunday, the deliverable due date shall be the next scheduled federal workday. The deliverable due time shall be on or before COB (1700) the day the deliverable is due unless otherwise stated within this PWS.

Deliverable/Description	Due Date
Kickoff Meeting Briefing.	No later than (NLT) five days of the period of performance start date.
Initial Work Plan	No later than 10 days after order award.

Weekly Status Report including issues log identifying all major accomplishments.	The last scheduled work day of each week.
Monthly Status Report	The 15th calendar day of the month following the reporting period.
Monthly Work Plan Report	Due 5 business days prior to month end.
Monthly Labor Hour Report detailing hours billed by resource to each task requirement and projected for remainder of performance period.	Shall be included as an appendix to the monthly status report.

4.8 OTHER REPORTING REQUIREMENTS.

In addition to the deliverable requirements identified above, the contractor shall comply with the following:

- The contractor shall bring problems or potential problems affecting performance to the attention of the COR as soon as possible. Verbal reports shall be followed up with written reports, when directed by the COR, within 24 hours.
- The contractor shall provide, in writing to the CO, the results of all meetings that affect and/or change conditions or result in additional agreements or requirements. The contractor shall not perform any work outside the scope or requirements of this order without express written approval of the CO.

4.9 PAST PERFORMANCE INFORMATION.

In accordance with FAR 42.15 Contractor Performance Information, past performance evaluations shall be prepared for each task order that exceeds the simplified acquisition threshold placed against a Government-wide Acquisition Contract. For severable task orders, interim evaluations will be required prior to exercising any option periods. For non-severable task orders, evaluations must be collected, coordinated and reported upon completion of the task order.

The Government will provide and record Past Performance Information for acquisitions over \$150,000 utilizing the Contractor Performance Assessment Reporting System (CPARS). The CPARS allows contractors to view and comment on the Government's evaluation of the contractor's performance before it is finalized. Once the contractor's past performance evaluation is finalized in CPARS it will be transmitted into the Past Performance Information Retrieval System (PPIRS).

Contractors are required to register in CPARS, so contractors may review and comment on past performance reports submitted.

Contractors must register at the following websites: CPARS:

<http://www.cpars.csd.disa.mil/>

PPIRS: <http://www.ppirs.gov/>

4.10 ORDER CLOSEOUT.

The contractor shall submit a final invoice within forty-five (45) calendar days after the end of The Performance Period. After the final invoice has been paid the contractor shall furnish a completed and signed Release of Claims to the Contracting Officer. This release of claims is due within fifteen (15) calendar days of final payment.

5.0 PERFORMANCE.

5.1 CERTIFICATION BY THE GOVERNMENT.

Satisfactory services provided is contingent upon the contractor performing in accordance with the terms and conditions of the referenced contract, this document, the approved technical and cost quotes, and all amendments. The COR, Contracting Officer, and the contractor's representative(s) shall meet when determined necessary.

5.2 KICKOFF MEETING.

Within five days of the period of performance start date, the Contractor shall initiate work on this contract by meeting with key agency representatives to ensure a common understanding of the requirements, expectations, and ultimate end products. The contractor shall discuss the overall understanding of the project and review the background information and materials provided by the client. Discussions will also include the scope of work, deliverables to be produced, how the efforts will be organized and project conducted; assumptions made/expected and results. A concerted effort shall be made to gain a thorough understanding of the client agency expectations. However, nothing discussed in this or in any subsequent meetings or discussions between the client and the Contractor shall be construed as adding, deleting, or modifying any task order requirements, including deliverable specifications and due dates.

5.3 PERIOD OF PERFORMANCE.

The base period of performance will be one year from the date of commencement of work, with up to two option periods of up to 12 months each, which may be exercised solely at the Government's discretion.

5.4 PLACE OF PERFORMANCE.

The primary place of performance shall be in Government facilities. The contractor may perform task related activities at contractor facilities within the local area when required and authorized by the Government. Reimbursement for local travel is not authorized.

5.4.1 Travel.

Commuting to/from work locations or moving between work locations is not travel and will not be reimbursed. Badged vendor employees will be able to make use of GSA provided ground transport (shuttles) to/from some locations when available.

The contractor may also perform travel between the primary places of performance and non-local facilities as required during the performance period of this task order. The COR shall approve all non-local travel prior to costs being incurred. Travel requests, to include projected costs, shall be submitted to COR approval no later than five work days prior to travel. Travel will be handled, to include the reimbursement of expenses, in accordance with the terms and conditions of the contract and the Federal Travel Regulation guidance. All non-local travel arrangements will be the responsibility of the contractor including, but not limited to, airline, hotel, and rental car reservations. The contractor should make all efforts to schedule travel far enough in advance to take advantage of reduced airfares. The contractor shall stay in Government furnished lodging as available. The contractor shall include a \$15,000 travel allowance (subject to modification) in the cost quote.

5.5 HOURS OF WORK.

On-site contractor support shall be available during customer agency normal operating (0700 - 1700). The contractor personnel shall observe all Federal holidays.

5.6 PERSONNEL RETENTION.

The Contractor must make every effort to retain personnel in order to ensure continuity until contract completion. The contractor must make every effort to avoid a gap in service. The contractor shall ensure that personnel satisfy the applicable security requirements to reduce staffing delays. The contractor shall ensure continuity of operations during periods of personnel turnover and long-term absences. Long-term absences are considered those longer than one week in duration.

5.7 ESTIMATED STAFFING LEVEL.

The offeror shall staff this order with only those personnel possessing qualifications and experience that reflect an ability to perform all responsibilities for the labor category(s) specifically quoted by the offeror to satisfy the requirements of this SOW.

5.8 KEY PERSONNEL.

The Vendor must provide a team of qualified personnel — people whose knowledge and experience allows them to successfully perform the work outlined in the CoE Scope Descriptions for the CoE for which they are submitting a quote. Proposed personnel must have demonstrated experience and expertise in the design and implementation of work similar in scope and complexity to that in the Scope Description for the CoE for which they are proposed. Proposed personnel must be capable of articulating the vendor's proposed approach, adapting it to each agency's circumstances, and to work collaboratively within the CoE environment.

"Key Personnel" are those persons whose CVs were submitted for evaluation of the vendor's quote and upon which an offer of award was made.

Key Personnel substitution

In the event a Key Personnel member becomes unavailable during the course of the performance of the work, the Contractor shall immediately notify the CO, COR and CoE lead.

In the event a Key Personnel member will be substituted during performance, the Contractor shall provide complete CVs for proposed substitutes in the same level of detail as those submitted with the initial quote, and any additional information requested by the Contracting Officer no later than 10 business days after notifying the Government of the need for a substitution. Proposed substitutes should have comparable qualifications to those of the persons being replaced. The Contracting Officer will notify the Contractor within 15 business days after receipt of all required information of the consent on substitutes. No change in hourly rates may occur as a result of Key Personnel substitution. The value of any gaps in expected service as a result of changes in personnel will be deducted from the vendor's monthly invoice.

5.9 GOVERNMENT FURNISHED EQUIPMENT/INFORMATION/ACCESS.

The government will provide the following resources to the contractor for task performance:

- The Government will provide workspace at a government facility for vendor personnel

- The Government will provide all necessary normal office equipment (office work area, telephone, access to fax, computer, e-mail account, software, network access).
- The Government will provide certain data processing ADP equipment and software, as it may determine necessary, to the contractor for the exclusive purpose of performing the services as defined in the task order.
- The Government will provide access to available technical information as required and upon contractor request for the performance of this task order.

All Government-provided products and facilities remain the property of the Government and shall be returned upon completion of the support services. Contractor personnel supporting this requirement shall return all items that were used during the performance of these requirements by the end of the performance period.

All documented processes, procedures, tools and applications, developed under this PWS become the property of the Government. The Government shall have unlimited rights to these documents. Modification and distribution of end products for use at other installations will be at the discretion of the Government.

All text, electronic digital files, data, new capabilities or modification of existing applications, source code, documentation, and other products generated, modified or created under this contract shall become the property of the Government. The information shall be returned to the Government unless otherwise specified herein.

6.0 SECURITY REQUIREMENTS

6.1 BACKGROUND CHECK

All contractor personnel assigned to this task shall have had a successfully adjudicated National Agency Check with (Written) Inquiries (NACI). All contractor personnel shall comply with the specific security requirements.

6.2 IDENTIFICATION OF NON-DISCLOSURE REQUIREMENTS.

Due to the sensitive nature of the data and information being worked with on a daily basis, all contractor personnel assigned to the task order are required to complete the Government provided non-disclosure statement within 10 calendar days after task order award to ensure information that is considered sensitive or proprietary is not compromised. Signed non-disclosure statements will be provided to the COR.

The component parts of this effort and reports are expected to contain highly sensitive information that could act as a guide for hostile entities to cause harm to the Agency's

critical infrastructure. Any such information made available in any format shall be used only for the purpose of carrying out the provisions of this order. Such information shall not be divulged or made known in any manner to any person. The Contractor shall immediately notify the COR upon discovery of any inadvertent disclosures of information. The Contractor shall not retain any information regarding vulnerabilities, to include summaries, the actual vulnerability report, etc., after the performance period end date. All information arising from this task, both hard copy and electronic, shall be returned to the government at task conclusion.

Given the nature of the professional IT support services that are required, it is imperative that safeguards be in place to ensure procurement integrity and Government functions are maintained. Individuals performing under the resultant task order may often have advanced knowledge of requirements and the procurement of those requirements (development, design, analysis). Information generated in the performance of the resultant task order must be released or reviewed outside the Governmental sphere. Quotes in response to this RFQ must address the safeguards to be implemented within the company organizational structure. Each quote shall provide sufficient documentation to detail policy and procedures to ensure that all information acquired while performing under the resultant task order as a technical expert advisor is retained within the Government and is not shared within the company. This requirement is necessary to ensure any contractor performing under the resultant task order will retain eligibility for future consideration. This limitation is governed by the scope of services provided.

6.3 PRIVACY ACT.

Work on this project requires that personnel have access to Privacy Information. Personnel shall adhere to the Privacy Act, Title 5 of the U.S. Code, Section 552a and applicable agency rules and regulations.

7.0 ADMINISTRATIVE CONSIDERATIONS

7.1 GOVERNMENT REPRESENTATIVES:

Contracting Officer (CO)

The Contracting Officer has full pre and post award responsibility for the Order IAW the FAR and agency regulations. The CO has ultimate responsibility and authority to assure contractor performance and support compliance with both Task Order and contract terms and conditions.

Contracting Officer Representative (COR)

The Contracting Officer may designate a Contracting Officer's Representative (COR) to provide certain assistance to the CO. The specific rights and responsibilities of the COR for each Order shall be described in writing, which upon request shall be provided to the Contractor. A COR has no actual, apparent or implied authority to bind the Government.

7.2 PROCEDURES FOR PAYMENT.

The contractor shall submit the invoices and supporting documents, through ITSS system. The contractor is authorized to invoice only for the services rendered and travel authorized by CO or COR and provided in direct support of the client's project requirements.

Failure to comply with the procedures outlined may result in payment being delayed at no additional cost to the Government.

7.3 PERSONAL SERVICE.

The Government determined that use of contractor to satisfy this requirement is in the best interest of the Government, economic and other factors considered, and this task order is not being used to procure personnel services prohibited by the Federal Acquisition Regulation.

7.4 COMPLIANCE WITH SECTION 508.

All services and products, to include systems and applications, developed and provided in response to the requirements identified in this document shall comply with Section 508 of the Rehabilitation Act of 1973 (29 U.S.C.794d), and the Architectural and Transportation Barriers Compliance Board Electronic and IT (EIT) Accessibility Standards (36 CFR part 1194).

8.0 ADDITIONAL CLAUSES

FEDERAL ACQUISITION REGULATION (48 CFR CHAPTER 1) SOLICITATION CLAUSES ([HTTP://WWW.ARNET.GOV/FAR/](http://www.arnet.gov/far/))

52.217-8 Option to Extend Services (Nov 1999)

The Government may require continued performance of any services within the limits and at the rates specified in the order. These rates may be adjusted only as a result of revisions to prevailing labor rates provided by the Secretary of Labor. The option provision may be exercised more than once, but the total extension of performance hereunder shall not exceed 6 months. The Contracting Officer may exercise the option

by written notice to the Contractor within the performance period of the order and any extension. (End of clause)

52.217-9 Option to Extend the Term of the Contract (Mar 2000)

(a) The Government may extend the term of this contract by written notice to the Contractor within the performance period of the order, including any extension; provided that the Government gives the Contractor a preliminary written notice of its intent to extend before the contract expires. The preliminary notice does not commit the Government to an extension.

(b) If the Government exercises this option, the extended contract shall be considered to include this option clause.

(c) The total duration of this contract, including the exercise of any options under this clause, shall not exceed 3 years and 6 months. (End of clause)

Additional Clauses Incorporated by Reference

FAR 52.203-18 Prohibition on Contracting with Entities that Require Certain Internal Confidentiality Agreements or Statements-Representation (JAN 2017)

FAR 52.203-19 Prohibition on Requiring Certain Internal Confidentiality Agreements or Statements (JAN 2017)

Instructions to Offerors
IT Modernization Centers of Excellence
Phase 1 - CoE Support

Professional Services Schedule (00CORP) SINS:
00CORP: 871 1 - Strategic Planning for Technology Programs/Activities
00CORP: 874 1 - Integrated Consulting Services

RFQ Number	Title
RFQ1256279-1	Cloud Adoption
RFQ1256279-2	IT Infrastructure Optimization
RFQ1256279-3	Customer Experience
RFQ1256279-4	Service Delivery Analytics
RFQ1256279-5	Contact Center

Offers must be submitted by **January 8, 2017** via email to Al Muñoz, Contracting Officer, at the following email address:
alberto.munoz@gsa.gov

Questions about these RFQs may be emailed to the Contracting Officer at the above address. Questions must be submitted no later than December 29, 2017.

The quote submission must include the technical approach and pricing for providing requested services, in separate files. Offerors must clearly indicate on their response which RFQ they are responding to by citing both the RFQ number and title from the list above. Offerors responding to more than one RFQ must submit separate quotes for each RFQ they are responding to.

In order to be considered for award, all vendors must be registered in the IT Solutions System (ITSS). Any contractor that is not registered shall not be considered for award. Contractors can register at:

https://web.itss.gsa.gov/itss/v41_helpdocs.nsf/HomeTellMeRegAbout/About+Contractor+Registration?OpenDocument

1. General

Submit your quotation in accordance with the instructions specified in this RFQ and any attachments. Ensure that your response includes all requested information and that your technical response clearly demonstrates your company's capability to perform the objectives and requirements specified in the SOW. The Government intends to award based on initial offers. Therefore, it is critical that your response fully conforms to the solicitation and submit your best offer initially.

All offers must be received electronically via email by the official closing date and time identified herein. Late quotations will not be considered for award. It is each offeror's responsibility to submit their quotation complete, and on time. If an offeror is unsure about any eBuy feature, the offeror is instructed to contact the eBuy help desk and/or search the eBuy web portal for the appropriate assistance.

2. Special Instructions

Offerors must indicate the period for which their quote is valid. Quotes must be valid for at least 60 calendar days after quotation response date. Quotes valid for less than 60 days will not be considered for award.

As stated in the SOW, "Key Personnel" are those persons whose CVs are submitted for evaluation of the vendor's quote, who appear in the oral presentations, and upon which an offer of award is made. Vendors are advised that key personnel proposed are expected to perform the work of any awarded order.

Communications Prior to Award

The offeror shall direct all communications to the Contracting Officer. Communications with other officials may compromise the competitiveness of this acquisition and result in removal of the offeror from award consideration or cancellation of this RFQ.

Potential Organizational Conflicts of Interest Statement

Offerors must provide a signed Organizational Conflict of Interest statement with their quotation submission, if applicable. The statement must describe concisely all relevant facts concerning any past, present, or planned interest (financial, contractual, organizational, or otherwise) relating to the work to be performed under the potential award of this solicitation and bearing on whether the offeror has a possible

organizational or personal conflict of interest with respect to:

- Being able to render impartial, technically sound, and objective assistance or advice, or
- Being given an unfair competitive advantage, or
- Any potential by the offeror, or any affiliates, to provide, or offer to provide, any possible product or service which may be a part of the implementation of the work of one of the Centers of Excellence.

Offerors may also provide relevant facts that show how its organizational structure and/or management systems limit its knowledge of possible organizational conflicts of interest relating to other divisions or sections of the organization and how that structure or system would avoid or mitigate such organizational conflict. No award shall be made until any potential conflict of interest has been neutralized or mitigated to the satisfaction of the Contracting Officer. Refusal to provide the requested information or the willful misrepresentation of any relevant information by an offeror shall disqualify the offeror from further consideration for an award under this solicitation. If the Contracting Officer determines that a potential conflict can be avoided, effectively mitigated, or otherwise resolved through the inclusion of a special contract clause, the terms of the clause will be subject to negotiation.

Offerors are cautioned that conflicts of interest are of special concern in this competition. The Government fully intends to conduct future acquisitions for implementation of the solutions derived from the work to be conducted under this SOW. Offerors must disclose with their quote any potential for conflicts of interest pertaining to the offeror or any of its affiliates.

3. Written quote submission

SEPARATE QUOTES ARE REQUIRED FOR EACH COE

Offerors may submit quotes for more than one CoE. A separate quote is required for each CoE for which an offeror wishes to submit a quote. Each quote submitted must be for one and only one RFQ number and Title.

CLEARLY INDICATE ON THE COVER PAGE THE COE FOR WHICH THE QUOTE IS SUBMITTED BY REFERENCING BOTH THE RFQ NUMBER AND TITLE

Offers in response to this solicitation MUST BE EMAILED TO THE CONTRACTING

OFFICER and must include two separate files, a technical file and a pricing file, unless an organizational conflict of interest statement also applies.

Format

Quotations shall be formatted for viewing/printing using 8.5 by 11 inch paper size, single sided, and in a common format, 12-point font. Information provided in the quotation must be concise, specific, and complete.

Page Limits

- Technical Quote - 5 pages
- Graphic Representation of Process Flow - 1 page
- Resumes - 2 pages each
- Experience Narratives - 2 pages each

The Technical Quotation (including any attachments) must be provided in a separate file from the price quotation to facilitate an independent evaluation. The written technical quotation must not exceed a total of 5 pages, excluding the cover letter, attachments and an optional table of contents.

Attachments

Graphic Depiction of Process Flow - A single page graphic representation of the offeror's process flow using a diagram, chart, or other illustration, which may be rendered in either portrait or landscape orientation. Offerors may not use the graphic to exceed the technical quotation page count, and so additional text not found in the technical volume may not be included. Offerors may include text to highlight where in the graphic aspects described in the technical quote are represented only.

Curricula Vitae (CV) - CVs for all proposed personnel, not exceeding 2 pages each, must be submitted as an appendix/attachment to the technical quotation.

Experience Narratives - A total of five (5) Experience Narratives, not to exceed 2 pages each, must also be submitted as an appendix/attachment to the technical quotation.

Offerors that exceed the page limitations as specified herein will not be considered for award.

Cover Page

Your technical quotation and price quotation must include cover pages. The cover page shall be no more than one (1) page. Your cover page is not included as part of your 5-page limitation. The following introductory information is required on the first page of each file:

- RFQ number and title
- Company name, physical address, website address, telephone number
- TIN number, DUNS number, CAGE number
- FSS contract number
- Name, telephone number & email address of main point-of-contact
- Name, title and signature of authorized representative
- Date of submission
- Volume Title (e.g., Price or Technical)

Technical Volume

DO NOT DISCLOSE OR DISCUSS ANY PRICING MATTERS IN THIS VOLUME.

Technical Approach and Process Flow (5 pages)

The offeror must describe their proposed **approach** to meeting the requirements in the RFQ and articulate the offeror's proposed **process flow**.

Graphic Depiction of the Proposed Process Flow (1 page)

Offerors must submit a graphic representation of their proposed process flow, included as an attachment to the technical volume. Offerors may not use the graphic to exceed the technical quotation page count, and so additional text not found in the technical volume may not be included. Offerors may include text to highlight where in the graphic aspects described in the technical quote are represented only.

Experience Narratives (2 pages each)

Offerors must submit five (5) Experience Narratives. The information provided in each narrative must demonstrate the offeror's **experience** in performing work of similar scope, size, and complexity as that contemplated by the scope description for the CoE

for which the quote is submitted. Each narrative must also include a **client reference** who can be contacted. For each experience narrative provided, clearly indicate those wherein the offeror's proposed **process flow** was used.

Curricula Vitae (2 pages each)

Offerors must submit CVs for each person proposed to be a part of the work. The CV should clearly indicate each person's relevant work/project history, qualifications and education. Relevant work/project history must include **what** was done as well as **where** (for what organization), and include a **client reference** who can be contacted. All proposed personnel will become "key personnel" for purposes of award of any resulting order. By submitting a CV, the vendor certifies that the proposed person is immediately available and will perform the work of any resulting order.

Price Volume

Prices should be submitted with sufficient detail to indicate the labor mix and level of effort proposed. All proposed labor rates must be consistent with the terms, conditions, and rates of your schedule contract. Proposed labor rates must be fully burdened and include profit, fringe benefits, salary, indirect rates, and the GSA Contract Access Fee (CAF).

In preparing the price volume, offerors should assume that all proposed personnel will be fully dedicated to the work on a regular, full-time basis, for the first sixty (60), 8-hour work days from commencement of work. See SOW section 2.3.

Vendors should also include a \$15,000 allowance for travel. See SOW Section 5.4.1.

4. Oral Presentations

Introductions - Approximately 5 minutes

Open Technical Session - 40 minutes

Rules

No part of these oral presentations constitutes a procedure in FAR Part 15. For this reason, the Government is not obligated to and does not intend to determine a competitive range, conduct discussions, or request quote revisions.

The oral presentation consists of an unstructured question and answer session on technical matters. The oral presentation will take place in person at a Government facility in the Washington DC metro area.

Offerors will not be able to use or present slides, graphs, charts or any other written presentation materials, including handouts.

Content

During the Open Technical Session, the Offeror will respond to Government's questions related to the technical aspects of the Offeror's proposal.

Introductions will be used solely for introducing team members' names and roles on both the Government and vendor teams. Time for introductions will not be allocated to business development purposes.

Although the technical factors are identified in the RFQ, the core questions are not listed there. Offerors must be prepared to answer questions about the technical aspects of their respective quotes. The goal of these presentations is to assess the technical abilities of the proposed Key Personnel and for the offeror to articulate their proposed technical approach to accomplish the objectives of this task.

This part of the oral presentations will not exceed 40 minutes. The Contracting Officer will strictly enforce this time limit on all presentations. There will be no follow-up session for further questions after this part of the presentation.

Presentation date and time

The Government intends to hold all oral presentations the **week of January 15, 2018**. The Government will schedule the date and time of the oral presentations with those offerors whose quotes have not been rejected. The Government reserves the right to reschedule any Offeror's oral presentation date or time at the discretion of the contracting officer.

Presentation participants

All proposed Key Personnel must participate in the oral presentation. Otherwise, the Offeror will be excluded from further consideration.

Offerors may include a minimum number of additional participants as are necessary to fully articulate the offerors approach. Offerors should note that the Government will be asking technical questions during the oral presentation, so non-technical personnel need not attend.

All proposed Key Personnel currently employed by the Offeror or its teaming partners must attend the session - the Government is most interested in hearing from staff who will have a direct role in completing the task.

After the presentations, vendors must email the meeting organizers and contracting officer with the names of everyone who attended.

5. Evaluation

5.1 Technical Evaluation

The following will be used to evaluate technical quotes:

Quality of proposed personnel

The quality of the proposed personnel will be evaluated, including their relevant work/project history, qualifications and education. Key personnel proposed must:

- Have at least **5 continuous years of demonstrated experience** and proven expertise in work **similar in scope and complexity** to that contemplated by this RFQ and in the scope description for the CoE for which they are proposed. Experience that does not describe both **what** was done and **where** (for what organization) and include a **verifiable client reference** is not acceptable. Clearly indicate in the CV those experiences where the person proposed employed, or participated in employing the proposed **process flow**.
- Be capable of articulating the vendor's proposed approach, adapting it to each agency's circumstances, and to work collaboratively within the CoE environment.

Vendor Experience

The information provided in each Experience Narrative will be evaluated to determine how well it demonstrates the offeror's experience in performing work of similar scope, size, and complexity as that contemplated by the RFQ and the scope description for the CoE for which the quote is submitted. Each narrative must also include a client reference who can be contacted. Experience that does not describe both **what** was

done and **where** (for what organization) and include a **verifiable client reference** is not acceptable. For each experience narrative provided, clearly indicate those wherein the offeror's **proposed process flow** was used.

A total of five (5) Experience Narratives must be included as part of the offeror's submission. Narratives that do not meet the requirements of the RFQ and instructions herein are not acceptable. Failure to submit five (5) Experience Narratives conforming to the requirements of the RFQ will be cause to reject the offeror's quote.

Soundness of the Proposed Approach/Process Flow

The offeror's approach and process flow will be evaluated based on the offeror's narrative understanding of the tasks and description of their proposed approach to the work and process flow. Please be advised that a restatement of the requirements in the SOW does not clearly describe an offeror's understanding of the specific tasks required by the Government.

5.2 Price Evaluation

A reasonable price that is consistent with industry standards and the vendor's proposed approach, but not necessarily the lowest. We intend to pick the vendor that has the best technical qualities rather than the lowest price. If we have to choose between the two elements, the quality of the offeror's proposed personnel, vendor experience, and the soundness of the proposed approach and process flow will significantly outweigh price.

5.3 Evaluation Process

We will review the written technical quote and attachments to ensure they demonstrate an understanding of the requirements outlined in the RFQ and the scope descriptions for the CoE for which the quote is submitted.

We will also review the experience of the offeror and the proposed personnel for strength of experience in relevant projects. We intend to contact references for both the offeror and for the proposed personnel.

We will assess the oral presentation to validate the technical approach put forward in the technical quote and verify how the proposed team will accomplish it. The oral presentation will also evaluate how effectively the proposed team communicates and

whether there are any intangibles (such as corporate culture and individual personality factors) about the team that may not come out in a written document.

6. Basis for award

The final awards for these requirements will be based on best-value principles. Accordingly, offers of award will be made to the responsible and technically acceptable Contractors whose quotes provide the greatest overall value to the Government, price and other factors considered.

This best-value determination will be accomplished by comparing the value of the differences in the technical factors for competing quotes under consideration in the technical evaluation.

In making this comparison, the Government is more concerned with obtaining superior technical capabilities than with making awards at the lowest overall price to the Government. However, the Government will not make awards at a significantly higher overall price to achieve slightly superior technical value. Contractors are advised that the overall technical qualities, including the quality of the offeror's proposed personnel, vendor experience, and the soundness of the proposed approach and process flow, when combined, are significantly more important than price.

7. Awarded Task

7.1.1 Type of contract

The Government intends to award Firm, Fixed-Price orders as a result of this solicitation.

7.1.2 Period, place, and hours of performance

The period of performance is 12 months, with two option periods of up to 12 months each.

The primary place of performance will be at Government facilities within the Washington, DC metropolitan area.

Business core hours shall be 9:00 to 6:00 ET, Monday through Friday, on Government scheduled work days.

7.1.3 Points of contact

The following Points of Contact (POC) applicable to this order will be identified during the Vendor Kickoff meeting.

- Contracting Officer (CO)
- Contract Specialist (CS)
- Contracting Officer Representative (COR)
- CoE Leadership/staff